25 July 2021

PM ①

# Bhaskar [Personnel Management]

Organization → Group of person's working for goal's / profit development of an organization (the common objective)

Personel → plural for Person. The major/imp function of Personel Management is to involve the people in the operational activities in an organization.

PM starts with identifying the job (of particular skill) in an organization.

M – Money
M – Men
M – Material
M – Machinery
M – Methods

} for M's (every organization invest the resources → 5 M's)

Organization resources are best put to use with the effective utilization of Human Resources.

→ PM & HRM are slightly different.

↓ Basic functions (Hiring)

↓ Next level of PM

HRD → Next level of HRM

→ People are important to create a problem and solve a problem.

→ Dig deep into a problem → you will find that it is created by a human.

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→ Good work always gives Good wages
Bad work always cuts wages.

★ Employers are viewed as Contributors.

→ The change in the wage earner point of view to Contributor brought a lot of evolution in the personal management.

→ Earlier clerk ⟶ Now called Executives

Elton Mayo and his associates → has brought this change

Wage earner concept (to) Contributor concept

People are not working for money alone, they are working for group relation (social movement).

Hawthorne Experiment → Done by Elton Mayo

External uncertainities can be effectively managed with the internal strength of the organization. Effective personal Management is essential for this.

Employee ⟶ does the job
Employer ⟶ Gives the job

→ People are working for the group Norms

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→ PM has a lot of responsibility for having Right people for the right job. PM2

→ Each Department HR requirement is taken Care of by PM only i.e, Putting right person for right job.

★ Who will reduce the cost worker or Management ?

Ans. Worker (for a highly motivated worker, he is an imp asset) will contribute more profit to the organisation.

Economic Institute ⟶ Human Institution

Contented employee
Satisfied customer
~~Satisfied~~
Confident Investors

↓ strengths
3 ~~pillars~~ of Business Organization

"Internal strengths are more important and environmental uncertainty (external) can be overcome.
★ Internal strenght → Man Power

Function

Definition of PM or PF ⟶ Managing people in the field of management which has to do ~~with~~ with planning, organising directing and controlling of various operational activities is known to be personal management.

★ PM is a nervous system which facilitates the organization

1. Procurement
2. Developing
3. Maintenance
4. Motivation

} These 4 areas are Major core areas in PM.

1→ Procurement → Hiring employee.
2→ Developing → Adopting to organizational culture
3→ Maintenance → Good employees are to be maintained in an organization
4→ Motivation →

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→ Employee Nature
→ Employee Needs
⇒ Appreciation by giving the position (By no. of year & qualification)

## Functions of PM

(I) Managerial Functions → include ① Man power requirement planning ② Organization of activities. ③ Staffing of personal department, ④ Directing ⑤ Co-ordination & controlling

★ Firing of employees is not a solution (Identify the reason what wrongs they are doing & correct it)

26 July 2021

(II) Operative Functions

1. Procurement function → Recruitment, Identifying the man power requirement, selecting & Appointing.
2. Development function → Providing skills for the employees required for the performance of the Job. Off Job training & on Job training. Fixing the job position.
3. Compensating function → Are you able to fix your salary with your employer.
4. Integrating function
5. Maintenance function.

[other page]

★ Production Dpt
Finance Dpt
Marketing Dpt
~~Person~~

} PM plays an important role in each area of the organization bcoz PM recruits right person to right job.

Eg: Hero Honda — Service of the vehicle (asked to workers)
↳ Target of Servicing 10 vehicles a day

★ Threatening and giving high Quantitative work as a standard then the quality of the work given will be reduced.

→ Blue sky goals → No one can touch the sky

★ There is a Gap b/w learning & Practical exposure.
off-Job Training — on-Job Training

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PM ③

③ Adequate and equitable remuneration for the job is tobe established. (Compensating function)

New-X → 4,500

2-Year-Y → 3,000 } → when they got to know about X, they
3-Year-Z → 3,500 } will loose interest to work in the company.

* Accept the merit rating and then establish the wage policy,
eg: In a country, teachers were getting less salaries (before Govt rule) (Finland) Once Govt has come to the rule Teaches are paid Highest.

④ Integration function → Integration of human resources with Organization. Reconciliation of individual and social interests with the organisational interests. This requires Job evaluation, Job enlargement, Variable compensation plans.

→ Employee will have his own intrests, like hike in salary, propotions,
* identification of personal intrests & social intrests and mix up with the organisational intrests to make the Employee confortable.
* Submit goal internalization ↑

⑤ Maintenance function → Improving the conditions, Employee → health & safety measures service programs, problem solving --etc.

Functional Areas of Personal Management. (** Essay Answer)

① Organisational Planning & Developent.
Division of all tasks ← Departmental level
Positional level

② Staffing & Employments:
→ Planning with respect to manpower, → Authorization for planning
→ developing source of applicants, → evaluation of applicants,
→ Employement decisions

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③ Training and Development

i) Determination of training needs
ii) Employee Counselling
iii) Self initiated Development activity (Employee come with new ideas) → He will be encouraged / motivated

Eg: Adaptability to the new technology (additional training)

④ Compensation, Wage & Salary Administration (Pg-7 in text Book)

~~i) Job~~
→ Ability of the market to pay
→ Supply & Demand cadition of labour market
~~ii) Adequateness~~ i) Job evaluation
ii) Wage & Salary program.
iii) Incentive Compensation plan
iv) Performance appraisal
v) Motivation

⑤ Employee Services & Benefits

Sustaining & manting the work force in an Organization.

i) Safety Provision
ii) Employee Counselling
iii) The medical Services
iv) Recreational and other welfare facilities
v) Fringe benefits and supplementary items.

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(6) Employee Records

All the records of the employees, like personal qualifications, special interests, aptitudes, results of tests & interviews, job performance, leave, promotions, rewards and punishments has to be maintained in the personal file by the employer.

(7) Labour Relations → maintenance of healthy & peaceful labour-management relations so that production/work may go on undisturbed.

→ Grievance handling polity
→ Rules & regulations to maintain disciple
→ Acquire knowledge of & to observe and comply with the Labour Laws.

(8) Personnel Research & Personnel Audit

i) Systematic inquiry into any aspect (How to make more effective Personnel programs in organization)

ii) Collect and supply the data (like wages, productivity, grievances, absenteeism, labour turnover - etc) to the top management, so that it may review, alter or improve existing personnel policies, programmes and procedures.

iii) Morale and attitude surveys.

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Essay questions

1Q. Define Personnel Management (PM), explain the managerial and operative function of PM.

2Q. Explain the functional Areas of PM.

*Assigments will be given itsems (check for Notification).

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# Lesson-2 (Pg-10) Material

## TRADITIONAL & NEW RESPONSIBILITIES OF PM

Realization from the HR is imp.
Employee participation is more imp than the ~~~~ work given by him.
Employee Responsibility is imp.

PM, should make the employee participate.

* Don't get the work done by Employee but motivate the Employee to work for the organization, making Employee Responsible for the organization

→ Modern View of PM

⇒ Objective oriented PM

### Evolution of Personnel Function

(** Easy question (Q. Genesis & Emergence of PF)

**Earlier**

- Large No. of ~~employees~~ workers
- Getting work done
- owner & Labour relation
- Workers are asked to just work and leave.
- Clerk's

**Now (Modern)**

- Downsizing.
- Motivate Employee to work
- Employee & Employer relation
- Employees are asked to participate
- Now are called executives (Senior or Junior)

* Lot of legislation is formed for the employee
  Resolving Industrial Dispute (law)
  Govt is 3rd party blw ~~~~ Employer & Employee.

Labour officer are Appointed for every 40 to 50 Labours/Employe

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Labour welfare is Appointed.
Labour relations is Appointed.

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↳ six numbers.

* Abraham Maslows Hisarcy ↓
  Identifying the needs of employee

* Individuals cannot be integrated with the organisation unless organization integrates with the individuals.
  ↳ Unless I support employees, employees do not support me (organisation)

* How much you care for your employees, that much they care for the organization.

Integration of the Employment needs with the organization. needs will help the employees to fulfill the organizational objective outcomes.

Q. Essay → Explain the difference b/w Traditional & New responsibilities of PM.

27 July 2021

↳ Loss to the organisation
Don't turn up too little work (it will damage the organisation)
Don't turn up too much work
↳ exhaustion & remuneration.

Traditional functions of Personal Dpt.
→ Administration and Regulation
  • from Recruitment process to Super Annuation of employee
  • every aspect is to be taken care of.

* Superannuation → Organisational pension program

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## Employee welfare Function

1. Implementing Govt Statute
2. Providing necessary eminities to staff

(Factories Act, Industrial Dispute Act
→ Govt Regulatory bodies.

All these have to be maintained by PM of organisation

Industrial Relations

① Prepare standing orders
② Adequate provision to settle employee Greviences.

New Responsibilities of Personnel Management (PM)

→ HR planning for present and future requirements.
(People will join in Organisation and after some period they will leave the organisation). So PM has to recruit accordingly as per the organisational needs.
(Manpower recruitment → Future goals of organisation) (with skills required.

→ ① Job Analysis ; ② Job Description
③ Job specification → in a more sophisticate manner.

Sophisticated recruitment analysis (Updation of Technology)

→ Good interpersonal relationship, Conflict management, quality of work life, Work life Balance. these are various othe functions of PM which are upcoming.

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→ Workout Performance Appraisal Methods. PMG

A Better performace levels has to be encouraged and implimented

→ Creating Sense of belongingness and Employee Counselling

An employee should feed that "I am working for my organization."

Growth in the office Environment, Personal qualification developmt

→ All round development of the Employees.

If all these functions are effectively managed then Personnel Management is best managed.

* Earlier Management use to treat employees as liabilities ... But now they are treating employees as an asset.

"Gain Practical skills" and Update with the technology.

Q. Explain the New Responsibilities of PM.

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* The main objective of MPP is to determine, how the organisation should move from its current Man power position to its desired Man power position.

PM 7.

What is the present MP position?
What will be the Man power position in future?
This has to be identified

Do not Terminate the Employee!

## Objectives of MPP (Man Power Planning)

[Role of Man Power Planning in Organisational Context]

* The main Role of MPP is to improve the organisational ability to achieve its desired goals, which results in optimum contribution of Human Resources.

→ It is maintain & improve the ability of the organisation MPP
Eg: Satyanadella CEO & chairman of Microsoft.

→ Employee must be given optimal contribution, so that he works in a comfortable environment.

[In those days Employees are highly in Sense of belongingness]

Pg- 23 @ to (i) points are important.

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## Levels of MPP

i. National level → Economic Development, Education facilities etc.

ii. Sectoral level → Agricultural, Industrial & Service-etc

iii. Industry level → Engineering, automobile, Consumer goods etc.

iv. At individual level, each department level requirment.
(short term forecasting)

## Responsibity for HR Planning / MPP

- MPP / HRP is the main responsibility of Personnel department under staffing function.
- Every Dpt head must be able to provide the accurate data of How much Man power is required. so that MPP will work effectively and successfully.

Q. Define Man Power Planning. Explain the Role of MPP in Organisational Context. (Essay)

Q. Write a short note on levels of HR Planning and who is responsible for MPP. (short)

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28 July 2021 | Lesson-5 | PM8

# Man Power Planning Techniques / (HR Planning) Methods.

PM is responsible for MPP.

## Types of Man Power Forecasting

1. Short-Term Forecasting → usually done for not exceeding 2 years. → is useful for the estimation of financial requirements, resource allocation, among various programs
2. Medium-Term forecasting → It is for 2 to 5 years and is similar to sectoral level HR Planning. It is used for advising Ministers or preparing contingency plans.
3. Long-Term forecasting → It is useful for national level planning. In this Industry wise man power planning is carried out. Educational planning, skilled professional. MPP comes under this category. (It is for more than 5 years). Preparation of corporate plants → incorporating productivity changes, technological changes

## 4. Macro & Micro Forecasting

→ Macro forecasting usually done at National level, Sectoral / Industry level, state level. [Pg-28]

→ Micro forecasting is done at enterprise level i.e,

Recruitment Planing

Promotion planning

Training needs " --- etc

Micro forecasts are in terms of number required for each occupation. [Pg-28]

Q. Explain the types of Man Power forecasting?

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→ For Macrolevel planning Various Techniques used are

1. Employers opion Method
2. Normative Method
3. International Comparisons Method
4. Mediterranean Regional Project (MRP) Method
5. Component Method.

1. Employers opion Method – Employers are asked to give their assessment for requirements of Future ManPower needs from different establishments.
Aggregating all the requirement is to be adjusted among various factors.

2. Normative Method – Ratio b/w Man Power and volume of goods to be produced is taken as standard now. Eg: Teacher-student ratio
Employee-output ratio --- etc.
Norm → standard.
Normative → using standard norms

3. Component Method → Requirement of any specific Category of Man power is further sub-divided into Component wise. Eg: Doctors requirement, Teachers requirement etc.

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4. International Comparison Method → Comparing international productivity of Man powers.

5. MRP method → Scientific and sofisticated method.

- Under this method Forecasting is done on the basis of education requirements.

Step-1 : Target year projections of GDP. (what is the target GDP?)

Step-2 : Estimation of sectoral contributions to GDP) (How much each sector is contributing)

Step-3 : Sector specific average employment output ratio

Step-4 : Mutually exclusive operational categories are to be eliminated.

Step-5 : Determination of educational needs

(This is the combination of all the 3 methods i.e. Normative, International, Component

These are the techniques for Macrolevel MPP.

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Steps for Microlevel MPP

~~Techniques~~ ~~Forecasting workload~~

- Evolving Manning Norms → Step-1
- Forecasting work loads → Step-2
- Relating load to Manning Norms → Step-3

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Step-1 → Evolving Manning Norms
Divide

[Pg- 30 & 31]

Data Base for Micro Forecasting [Pg-32]

Q. What are the techniques of Macro Manpower forecasting?

Lesson-6

(Sources)

Q. Explain the types of Recruitment and their merits and Demerits

Types of Recruitment

1. Recruitment for Internal Sources
Adjustment of the Manpower with in the organisation

2. Recruitment for External Sources
Calling from out side organisation

3. Indirect method → This is based on advertisements, Not directly from either Internal or External Sources. They are given Advertisement.

4. Third Party Methods - This is providing Recruitment using private employment agencies.
eg: 3rd party recruiting firms

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31 July 2021

PM-10

* Now a days Recruitment is Global basis.

## Selection

Pg - 39

→ It is concered with determining whether an applicant meets the qualifications for a specific job and
- to choose the applicant who is most likely to perform the job well.

* when Recruitment ends, Selection starts.

Just Mere qualification of applicant is not sufficient to select.

* Selection of the Right person to the right Job.

⇒ Selection is basically a screening process.

# Recruitment ⇒ Collecting

# Selecting ⇒ Elemination of unqualified/applicat person

at any point of time is the core area in the selection proces

↳ This technique is known as successive hurdles technique.

# Higher the job higher will be the successive hurdles.

* "Go, no-go" gauge

Eg: According to the Accountant Law it is given that "Only chattered accountant can do the financial audits" but not the PhD candidate of Financial Accountanting.

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## Steps in selection Process

1. Preliminary Interview
2. Learning about applicants background
3. Attitudes of Applicant and his family
4. Physical examination
5. Psychological Tests
6. Reference check (Highest job → Reference will be checked. Name them who can judge your capabilities. Be cautious while writing references.)
7. Final approval by authority.

Q. Explain the selection procedure (or) Explain the steps in the selection process.

Lesson-7

## Psychological Tests used in selection: Their Uses and Limitations

Pg. No-41

Q. What do you mean by psychological tests, Explain the characteristics, uses & limitations of psychological tests.

Ans. Psychological Tests → Refers to selecting the personnel with right attitude and aptitude to do the job assigned to him.

# Psycho Tests are also used for screening. These tests are designed to differentiated the individuals and also to identify the difference in the same person

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from time to time.

# Behaviour analysis of Psychological Test.

[Any person has to be met at 12:00 to 12:30 pm or after 2:00 pm for taking advice from Lecturers or Professors].

Example (Apply to your life)

→ One post is only the 2 person's will be selected. 100 applicants called to office at 9:00 am (Sharp). At 9'o clock the doors are not open.

- who is showing aggressive behaviour (People who are aggressive are asked to leave)
- Doors are open only 40 chairs are provided (90 applicants, → people who commented on the organisation for a simple necessity of chairs are asked to leave)
- 1 hours, No water provided. (commented people asked to leave)
- Asked to wait 3 hours (50% of them left).
- Allowed for interview (applicants replied reluctantly/carelessly, they are asked to leave)

→ Time management
→ Anger management
→ Balancing their personality

} Only those who managed these are selected for the position.

## Why to carry Psychological Tests (Purpose of Test)

→ Guiding & Counselling to students
→ Adult counselling (occasional guidance)
→ Human Behaviour Research
→ Selection of the Candidate.

* We can understand a monkey but not a Human behaviour

## Kinds of the Psychological Tests.

1. Physical tests → Height, weight, Senses, Visual Activity, Hearing.
2. Abilities & Skills test → Mathematical ability, Verbal ability, Intelligence ... etc.
3. Interests → Scientific, Mechanical, Cultural, Economic, Mechanical Aptitude
4. Personality Traits → Tolerance, Emotional Stability, Co-operativeness, Dominance, Sociability

## Characteristics of Psychological tests (★Q). Pg-43

- A good Psychological test must posses the folloing characteristics.

1. Assuption
2. Validity
3. Reliability
4. Standardisation
5. objectivity

⇒ These characterics are what a test should have.

*Test must be designed in such a way which covers all these characters

~~1) Assumptions~~

⇒ Various tests used for selection Process

1. Potential Ability or Aptitude test
   a. Mental or Intelligence test
   b. Mechanical Aptitude test
   c. Skill test (Psychomotor)

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(2) Achievement Tests or Proficiency test
   a. Measuring Job knowledge
   b. Actual Job testing.

(3) Personality Test
   Individual value system
   Emotional Reations
   Stress level

(4) Interest tests → likes & dislikes are tested.

(5) Individual and group Tests

## Use of Tests

1. Selective device
2. Uniform basis for Comparing Candidates
3. Reduce Labour turnover
4. Increase production
5. Minimise the time for selection
6. Discovering the causes of failure in the performance of the job.

## Limitations of the Psychological Test

(1) supplement but not substitute
(2) Better at predicting the failure
(3) Only a screening device
(4) Test scores or samples of behaviour only

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(5) Test conditions are important
(6) Results should be confidential

* Score is only a sample behaviour.
* AC or Non-AC, Test Environment

Lesson-8 Pg. No - 49 3rd Aug 2021

# Interview And Group Discussion

Q Explain about the various interview methods (or) Explain types of Interviews.

Interview is a face-to-face examination of the candidate by the panel of interviewers conducted to obtain first hand information about personality and capability of job seeker.

It is an attempt to secure maximum amount of information about the candidate and his suitability to the concerned job. Pg. No - 51 → Some Interview Rules.

Q. Explain some general rules of Interview Conducting.

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## Types of Interview

1. Informal Interview → It is a face-to-face interview and may take place any where in the office and outside the office. Not Meticulously planned — Used in modern organisation. Eg: Lunch room

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2. Formal interview → Held in employment office, more formal atmosphere, well-structured, questions are pre-set

3. Planned Interview → In this case, a specific plan of action worked out in the interviewer mind. There may be some amount of flexibility only.
Eg: Technical course of jobs.

4. Patterned interview → High degree of accuracy, precision and exactness. A list of questions will be given to the interviewer's guide.

5. Non-directive interview → It is more unstructured interview to let the interviewer speak his mind freely.
Eg: Introduce yourself (when asked to candidate how will he start and what will he says)

6. Depth Interview → Intensive examination of the candidate and his thinking capacity. In this interview a specific task or problem is used to make thorough examination of the job seeker. Eg: Regarding specific topic.

7. Stress Interview → Designed to test the stress bearing capacity and watch the reaction of the candidate. Analysing the behaviour and what level of the stress the candidate can bare.

8. Group interview → It is designed to see how the candidate react to/against each other. How an individual person behave in group is analysed.

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⑨ Pannel Interview → Collecting or group Judgement; and this is suitable for executive position, fairly lengthy interview. Eg: Taken highest position.

## Group Discussion (Pg.No - 56)

It provides an oppurtunity for the selection panel to observe and judge, how well the participants can think, analyse, substantial argument, find a solution and take decision.

The judgemental characteristics in group discussions include. (i) Taking initiative ~~to explain problem~~.

(ii) explain the problem

(iii) Providing information

(iv) Clarifying issues

(v) Influencing others

(vi) Summarising

(vii) Speaking effectively

(viii) Mediating arguments among the participants

Group discussion is not to argue with others.

Group discussion provides oppurtunity for the selection panel to observe and judge how well the participants can think, analyse problems, substantiate arguments, find solutions, cogently reason and take decisions.

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Lesson - 11 Pg. No - 72

# Job Analysis and Job Description

1. Job Analysis
2. Contents of Job Analysis
3. Steps in Job Analysis
4. Techniques of Job Analysis

} There four are the Core areas of Job Analysis.

* Job Description is the out come of Job Analysis

Q- What are the Components of Job Description

Q. Uses of Job Description.

- Job specification → Anothes out come of Job Analysis
- Job specification follows Job description

## Job Analysis

What activities are to be performed for that particular Job?

eg: Activities of Teacher → Teaching, interacting students, Correcting students, clearing their doubts.

Definition → Job Analysis is an attempt to provide information about the requirements of the job interms of Completion and necessary activities to be performed and expected performance standards and also specific Technical & behavioural attitudes needed for the Job.

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Definition → the process of determining, by observation and study and reporting pertinent information relating to the nature of a specific job.

*Job → group of activities / Activity → group of tasks
Task

## Contents of Job Analysis 4th Aug 2021

1. Job identification → Code number given for easy identification
2. Significant characteristics of a job → Physical setting, Supervision, union jurisdiction, location, hazards & discomforts.
3. Specify operation & Tasks (what a worker does?) → Specific operations, activities done by worker (simple, routine or complex).
4. Material & Equipment a worker use → what materials the worker is used Metals, plastics or machines like punch press - etc
5. How a job is performed → Nature of operation of the workers like lifting, cleaning, - etc mechanical work!
6. Required personal attributes → Relating to the person characteristics (eg, sex) like mental capabilities, aptitude, special skills.
7. Job relationship → opportunities, experience required, patterns of promotion ... etc

Q. What is the job Analysis, explain its contents?

## Steps in Job Analysis (Pg-73 - refer in detail)

Step-1 → Collection of background information (make-up of the job)
To perform effectively the job give to the candidate.

step-2 → Selection of representative position to be analysed
- which job has to be studied for job Analysis (All cannot be studied)

step-3 → Collection of data for Job Analysis → feature of the job, required employee qualifications & requirements, skills (physical or mental) should be analysed

Step-4 → Job Description → what all the information collected is to be written down to describe the job.

Step-5 → Job Specification → to convert job description to job specifications like what personal qualities, traits and background is necessary to get the job done.

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Q. Explain the techniques of Job Analysis?

for determining the Job task and required skills. The following methods / Approaches / techniques can be used

Definition & four steps in elaborative way (in Exam)

1. Personal observation
   a. Material & equipment used
   b. Working conditions, Problems & Hazards
   c. Understanding what the worker involves
   d. Not suitable for skill based jobs.

2. Sending out questionnaires
   ↳ Useful for Engineering Consultants
   A drafted questionnaire is sent to job holder for filling up and return to Supervisor. Organised information sent to job Analyst.

3. Maintenance of log records. Employees are asked to maintain Daily record of Duties, start up & finish up time .. etc

4. Personal interview → Analyst will have the direct interview with employee and relevant information is recorded.

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**Job Description** → It is a written statement that describes the main features of the job as well as the qualifications and activities which the job incumbent (seeker) must possess.

## Components of Job Description (Pg-75)

1. Job title - title of the job the worker does (Job identification)
2. Job Summary → quick capsule form of explanation about the job
3. Job duties & responsibilities (Activities) → Heart of the job description.
4. Relationship to other jobs
5. Supervision
6. Machines, tools & equipments
7. Working conditions (Environment)
8. Hazards, if Any

## Uses of Job Description

1. Basis for productive group discussion
2. Helps for job specification
3. Orientation to new employees towards responsibilities and duties
4. It is a basic document for developing performance standards.
5. It is a basis for job evaluation, wage & salary administration.

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# Job Specification (Pg.No-77) 5th Aug 2021

PM-15

It is another output of Job Analysis.

Job specification is a statement that spells out, the attributes of a person in terms of education, training, experience and ability to perform a particular job. These requirements are specifically given in job specification even though given in Job description.

3. personal attributes are identified.

i) Essential attributes — abilities, skills & knowledge that a person must posses.

ii) Desirable Attributes — the attributes that are ought to possess.

iii) Contra-indicators — attributes that will become a handicap to successful job performance.

These specifications are categorised as follows:

a) Physical characteristics → health, strength, age-range, height, weight, vision, poise ---etc

b) Psychological characteristics → Mental Concentration

c) Personal characteristics → traits of temperament, personal appearance, good and pleasing manner. --etc

d) Responsibilities → Supervision of others

e) Other features of a demographic nature → age, Male/female, education

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# Lesson-12 Job Evaluation

Job evaluation is the process of determining relative worth of the job of various jobs in the organisation, so that different wages may be paid to Jobs on the basis of its worth.

- Job evaluation is a quantitative measurement of relative worth of the job and analysing the positions, grouping them and determining their value.

## Objectives of Job Evaluation [Pg-81]

1. Secure and maintain impersonal descriptions of each job.
2. Provide a standard procedure determining relative worth of job
3. Determining rate pay for each job
4. equal pay for equal job ensuring (like wage for like work)
5. Fair pay for all employees (accurate consideration)
6. Factual base for wage rate
7. Providing information for HR activities

## Principles of Job Evaluation

i) Rate the job not the person
ii) Elements selected for rating should be easily explainable
iii) Elements should be clearly Defined
iv) Job evaluation plan must be clear to the foreman & Emply

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v) Former participation for rating jobs.

vi) Maximum Co-operation can be obtained from employee

vii) Only point values but not money values.

## Methods of Job Evaluation

Jobs are not equal for all the values

Job evaluation (2 methods)
- ① Non-quantitative
  - a) Ranking
  - b) Grading
- ② Quantitative
  - a) Point rating

### Non Quantitative

**Ranking** → Jobs are ranked from lowest to highest. Each job as a whole is ranked but not individual characteristis / factors of each job.

**Classification & Grading** → Relative worth of the job is graded according to pre-determined grading process.
Eg: Skilled, Semi-skilled, unskilled

### Quantitative

**Point Rating** → Manual & description of characteristics or factors upon which each job is to be rated, provides scales and yardstics by which the degree of each is to be valued.

These points are decided on the basis of expert advise or industry manual.

Procedure of Point Rating:

1) Jobs are broken down into factors
Eg: skill - 250 ~~Marks~~ Points ; Efforts - 75 ~~Points marks~~ ; Responsibility - 100 points ; working condition - , Total - 500

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ii) Each major factor is further broken down into minor factors. [Skill-250; Effort-75; Responsibility-100]

Eg: Skill - Education (75), experience (100) & initiative (75)

Effort - Physical (50), mental (15) and visual (10)

Responsibility → equipment or process (25), material or product (25); safety (25) and work of others (25)

Working conditions → working itself (50); Hazards (25)

(75)

## Grading or Classification of job quantitatively:

Jobs are graded according to pre-determined rates. Various jobs are grouped into selective grades and all the jobs in the same grade are given similar wages.

Mechanism of Grading or classification.

1. Preparation of Job description
2. Preparation of grade description
3. Selection of ~~key jobs~~ grades and key jobs
4. Grading the key jobs
5. Classification of all jobs.

(Pg-84)

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# Lesson-13 Incentive Plans

Q. Explain various Incentive Plans

Incentive plan is a plan or a program to motivate individuals or groups to strive to achive a desired level of performance in tune with organisational objectives.

Incentive schemes are divided as

a. Individual Incentives
b. Executive Incentives
c. Monetary & Non-Monetary Incentives.

⇒ Individual — wage incentive for production
— Suggestion System
(Pg-88)

⇒ Executive Incentives — current bonus
— Stock options
(Pg-90)

⇒ System Incentive → Profit sharing
— Scanlon plans
— System-oriented incentive plan
— Stock ownership plan.
(Pg-91,92)

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→ Job is ranked against the factor.

Wage and administrative

Factor Comparison method. (Pg-85)

Under this method certain Compensatable factors are identified and jobs are evaluated on the basis of these compensatable factors. Each job is ranked several times after selecting each compensatable factor.

Mechanism

Step-1: clear-cut job description

Step-2: Select key jobs

Step-3: Rank key jobs

Step-4: Evaluate the factors

Step-5: Compare all the jobs with key jobs

Step-6: Establish monetary value of each job.

Q. what do you mean by Job evaluation, Explain the principle and classification of job evaluation.

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Lesson-14

# Motivation

6th Aug 2021

Motive is a desire which drives the person towards work. Desire for Money, Desire for higher position - - etc, the motive may differ but for every human being there will be a motive.

Motivation → It is the process which includes physical and mental activities resulting in higher level of performance.

Eg: When a person dont have food (basic needs) then he will work for food alone.
When a person have food, he will not just work for food.

# Call me thoti, pay me 40 → British phrase to earn money never minding what he is being called.

## Importance of Motivation in Personnel Management

Understand the pshychology of employee and motivate them for their needs (Position or money) and PM has to motivate.

→ The personnel department has to perform the motivating function to achieve the desired targets.

* Highly motivated employee will be an asset to the organization

## Theories of Motivation

a) MC Gregor's Theory of Motivation.
→ which is known as theory X and theory Y.

Theory X (represents traditional Management view)

# Individuals does not like work.

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# They must be pushed to work
# Employees are lazy, self centered, little ambition not concered about organisational goals.
# Resist to change
# gullible, not very bright, "the ready dupe of the charlatan and the demagogue".

## Theory Y (opposite of theory X)

Pg-98

# Management is responsible for organising the elements
# People are not passive, they need better climate and human relations.
# Work should be like a play
# Consider capacity to take responsibility
# Comitment to objective is determined by rewards.

→ Theory Y is based on human relations.
It is the duty of the employer to satisfy the economic needs of their employee, so that they are motivated to work or willing to work for the organisational goals.

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## b) Maslow's Need Hierarchy

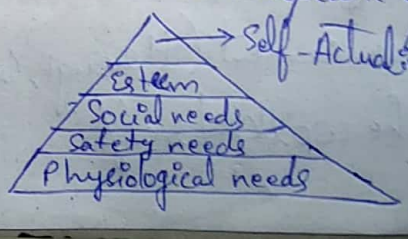
Abraham Maslow – Pshychologist, conducted several experiments based on "what needs will motivate the employee to work?"

# who will be motivated by what? (have to be understood)

Maslow has classified human needs into 5 categories:

1. Physiological Needs: refer to the basic needs for the maintenance of body processes, such as hunger (food), thirst (water), shelter, clothing and sex.
2. Safety Needs: Freedom from physical harm, economic security, need for orderly life (quality life).
3. Social Needs: Love, affection and belongingness among the co-members of the organisation
4. Esteem Needs: Refering to strength, achievement, adequacy -- etc and also recognition, appreciation and value system (reputation)
5. Need for Self-Actualisation: when all the needs are satisfied, the need for self actualisation arises.

# Need to become everything that one is capable of becoming.

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## c) Two-factor theory of Motivation.

Pg-100

Herzberg → management theorist

He divided motivational factors into two categories.

1. Maintenance factors 2. satisfiers

# Company policy itself is the an important maintenance factor.

### 10 Maintenance factors that Herzberg found:

# Company policy & administration
# Technical supervision
# Interpersonal relations with supervisor
# Interpersonal relations with peers
# Interpersonal relations with Subordinates
# Salary
# Job security
# Personal life
# Work condition
# status

### 6 Satisfiers or Motivational factors are

1. Achievement
2. Recognition
3. Advancement (through creative & challenging work)
4. The work itself
5. The possibilities of personal growth
6. Responsibility

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In the opinion of Herzberg these factors, lead to strong motivation and satisfaction, when they are present, but do not cause much dissatisfaction when they are absent.

Q. Comparison of Herzberg and Maslow Models ?
↳ Pg - 101

Q. Carrot and stick approach of Motivation ?
↳ Pg - 104

McClelland's Concept of Motivation: (Pg - 102)

[n-Act] → can be taught to people.

Techniques that have developed generally centre around the following objectives.

# To teach how to act, think and talk like high achievers
# To keep in setting planned and realistic goals
# To provide maximum feedback on their efforts
# To develop group spirit through sharing of experiences and feelings etc.

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Vroom's expectancy theory of Motivation
↳ Pg - 102

Porter & Lawler model of motivation
↳ Pg - 103

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Lesson-15 MORALE

Morale is the capacity of a group of people, to pull together, persistently and consistently in the pursuit of a common purpose or objective".

# Fippo has described morale "as a mental condition of attitude of individuals and groups which determines their willingness to co-operate with each other."

Q. What are the important factors in determination of level of employee morale? (Criteria for determination of employee morale) Pg-107, 108, 109

Several criteria seem important in the determination of level of workers morale

1. The organisation itself
2. The nature of the work
3. The level of satisfaction
4. The supervision of the self
5. The perception of the self
6. Worker's perception of past award and future opportunities for rewards
7. The employee's age
8. The employee's educational level and occupational level.

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Q. How to improve employee Morale

↳ Pg-110, 111

The promotion and maintenance of high morale are possible when certain positive measures are taken to bring job satisfaction to the employees and reconcile individual interests with the interests of the organization.

i) Creation of whole jobs
ii) Job Enrichment
iii) Building Responsibility into a Job
iv) Modifying the Work Environment
v) Flexing Working Hours
vi) Job sharing or Twinning
vii) Rotation of Jobs
viii) Leadership and morale.

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# Lesson-16 Merit Rating and Performance Appraisal

Appraisal of performance of employees helps in providing both finance and non-financial incentives and also to identify the employees who need training.

## Objectives of Performance Appraisal

# Provision of feed back employee
# Provides basis for promotion, transfer -- etc
# Identifying the strengths and weakness of employee
# Developing positive superior and subordinate relationship
# Career planning and Motivation

→ Performance Appraisal helps in:

1. Salary increase
2. Promotion
3. Training & Development
4. Feedback
5. Pressure on employees

Q. What do you mean by Performance Appraisal and what are its methods (Essay)

Q. Objectives of Performance Appraisal (short)

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# Methods of Performance Appraisal

Two methods (Pg-115)

I. Traits approach to Performance Appraisal

1. Ranking
2. Paired comparison
3. Grading
4. Forced choice method.
5. Gitical Incidents method.
6. Graphic Rating method.

II. Performance Appraisal by Results or Objectives (M.B.O)

M.B.O → Management by objective

⇒ Employee & Employer will sit together and set the objectives. (Pg-117, 118)

III. Behaviourally Anchored Rating Scales (BARS)

⇒ the various degrees of behaviour relating to an aspect of performance dimension.

(Pg-118, 119)

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